

Title of Article: Workforce, strategy and Performance of Architectural Firms in Nigeria.

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Abstract: *The intent of this research was to investigate the relationship between the workforce, business strategy and performance of architectural firms. Data was collected from 92 firms randomly selected from the cities where architectural firms were most concentrated in Nigeria using questionnaires. Hierarchical regression analysis was carried out to investigate the direct and indirect impact of the workforce of the architectural firms of their performance. The findings confirm the significant positive impact of the workforce on the performance of architectural firms. With business strategy controlled, the specific characteristics of the workforce and its management which influenced performance were the number of architects, the work structure, and the age and experience of the principal partners. The impact of the number of non-architecture professionals and staff participation in decision-making on performance was moderated by the business strategy adopted by the firms. The results suggest that workforce characteristics have a higher value than management of workforce in determining performance of architectural firms contrary to the results of previous studies which suggest higher value of the management of the workforce in determining performance of firms. This probably indicates the peculiarity of architectural firm as a professional service firm in the construction industry.*